

TRANSFORMATION

Auditor General assesses service standards

Later this year, the Auditor General will publish a chapter on standards and service quality.

The audit focuses on high-volume services delivered directly to the public and covers approximately 12 service lines in 10 departments. Its objective is to assess the government's progress in developing client-oriented service standards. It will also look at how service quality has improved in selected service lines.

In assessing progress, the examination is reviewing:

- the characteristics of service itself and how it is delivered;
- the service line manager's knowledge of client groups and their priorities, needs, and satisfaction levels;
- consultation practices; and
- service quality performance information.

In reviewing the basis for service standards, the audit team will look at how client and employee inputs are being considered. The team is especially interested in finding out how service lines make trade-offs among cost, quality, and risk in developing standards. Finally, in selected areas, the team will review links between the above practices and service improvement initiatives and departmental operations.

In addition to reporting to Parliament, the aim of the chapter is to help the service delivery community continue to become more client oriented and efficient.

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No Waste program saves money ... and the environment

Public Service employees interested in quality service may also be interested in the quality of their environment. After all, contributing to a cleaner environment can give employees a sense of collective purpose and pride that will surely be reflected in other aspects of the workplace environment. An example of this is No Waste, an Environment Canada (EC) solid waste reduction program that takes a long view towards saving both money and the Earth.

In the fall of 1994, EC staff tried out No Waste on six floors at two government complexes in Hull, Quebec: Les Terrasses de la Chaudière (TLC) and Place Vincent Massey (PVM). A year ago, the department evaluated the project. Since then, 22 more floors have been added to the program and all EC regions are in various stages of implementing it.

There are three phases in the No Waste program.

During the first phase, employee wastebaskets are replaced with "baby bins," which the employees must empty themselves. The size of the bins and the time spent emptying the bins make employees more aware of

what they throw out. Employees are also introduced to a centralized recycling station, where employees separate recyclables from non-recyclables. The station can handle polystyrene and rigid plastic materials, as well as cans, glass and paper. There is usually at least one station on each floor.

In the second and third phases, employees begin composting, recycling old corrugated cardboard, reusing paper that has been used on one side, and redistributing used material.

So far, the roughly 1700 EC employees at TLC and PVM have diverted 72 per cent of their waste from landfill, whereas only 51 per cent of waste was diverted before the program began. By 1997, the employees hope to divert 80 per cent of their waste.

The waste reduction program got a boost when Public Works and Government Services Canada (PWGSC) agreed that No Waste is a sound model that will save money over time, despite an increase in hauling and tipping fees. Excluding composting, the program's first two phases could save the Crown between \$60 and \$80 per employee every year. Recycling



An employee sorts waste at Environment Canada.

revenues have also increased, particularly since this market is becoming more robust.

Because of these cost savings, PWGSC has agreed to subsidize

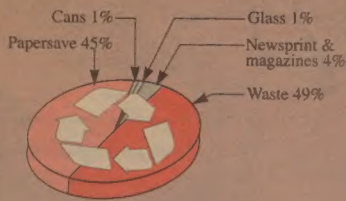
No Waste at EC and at other departments willing to try it. A number of departments have been asking for information on starting No Waste programs of their own. EC tells them that the program can work when the people involved are knowledgeable about the issues at hand and share a common concern for the future of the environment.

If you would like more information about starting a multi-material recycling program, we are willing to share our experience and knowledge.

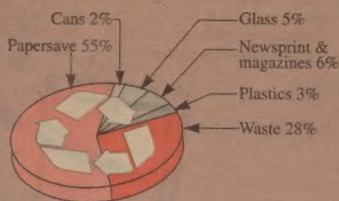
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Waste Audit Before No Waste



Waste Audit One year after No Waste



A different way to start the day

Here's a simple, yet effective way to meet employees at ALL levels. Invite them to breakfast!

This is what Bob Little does. He's the Deputy Secretary in charge of the Financial and Information Management Branch at Treasury Board Secretariat. Every three weeks, he meets with five employees to have an informal

chat over coffee, juice, and muffins. He keeps the talk light and fun—it's his chance to get to know his employees on a more personal level and for employees to get to know him.

What do employees who have breakfast with Bob say?

"It gave me a better feel of who we're working for. He seemed

genuinely interested in us as individuals," says one.

"He takes time—it means something," reports another.

"A guy at my level—we never get a chance to talk to these people," remarks a third.

This is a very different experience for some employees who would never think to sit down for a

chat with their senior manager. For the manager, the key to success is making employees feel comfortable. After an hour in an informal setting chatting about a variety of topics and sharing humorous stories, people often have a different perspective of senior management. They see that managers are human too!

This is Bob's way of cutting through the layers to get to know employees. Simple? Yes—and it works!

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People are key to quality service

An interview with Marcel Massé, President of the Treasury Board

"People who are unhappy find it very difficult to serve clients well," says Marcel Massé, the new President of the Treasury Board. As the cabinet minister responsible for coordinating quality service, Massé believes that employees are an important key to successful quality service.

And Massé certainly practises what he preaches. Someone waiting to meet him is treated to friendly, attentive staff who seem genuinely delighted to be where

they are. Attention to staff creates a more positive atmosphere for both staff and visitors alike.

"The latest fad is to say 'People are our most important resource,' and we've said it for a long time without doing anything about it," explains Massé, who adds these sentiments must be backed with action.

This is important because employees increasingly must live up to the expectations of quality service. Employees are on the

front lines, and their attitudes make a crucial difference to the success of any quality service initiative. "There are hundreds of decisions taken every day that cannot be dictated from above," Massé explains.

As a result, managers have to communicate the vision and the values that they want to see in their domain. "Personnel need a job definition that goes beyond the job classification," says Massé. It is the duty of managers

to do more than tell other people what to do; they have to make sure every employee understands his or her part in the team and how that team gets things done."

The President adds, "There has to be a very clear description of what the goals of a program are, and employees need the freedom to choose the means to implement those goals in the best way at the best price."

This is especially important in a time of downsizing. Massé says that he is "proud of the way in which Treasury Board has structured the Early Departure Incentive and the Early Retirement Incentive." He believes that the generosity of these incentives and of job sharing shows that the government

still cares about employees, even though tight fiscal times force difficult adjustments.

"The employees I've seen seem to be very happy about these incentives. In fact, more people wanted to use the incentives than we had expected." However, it is important for the government to communicate that generosity.

As important as it is to provide services that clients need, and as important as it is to change processes to do this, Massé also wants managers—and employees—to remember that it is employees who will ultimately deliver services. Their needs are as much a part of quality service as are the needs of clients.

The Quality Service Translation Guide

We're used to translating between English and French, but there's a third "language" you should remember when dealing with clients—the language of quality service. Here are some things we're all tempted to say, and some translated alternatives.

"He's not here now."

"He'll be back at 1:30. Can I help you, or would you rather leave a message?"

"I don't know."

"I don't know, but I'll see what I can find out."

"That's not my department."

"I think you want another telephone number. I'll have it for you in a moment."

"You'll have to talk to my boss."

"My boss usually handles that. Would you like me to transfer you to her?"

"That's not our fault."

"Let's see what we can do to figure this out."

"What do you want?"

"How can I help you?"

"That's the policy."

"We do it this way because ..."

"Can't you see how busy I am?"

"I'll be with you in just a moment."

"We couldn't possibly do it by then."

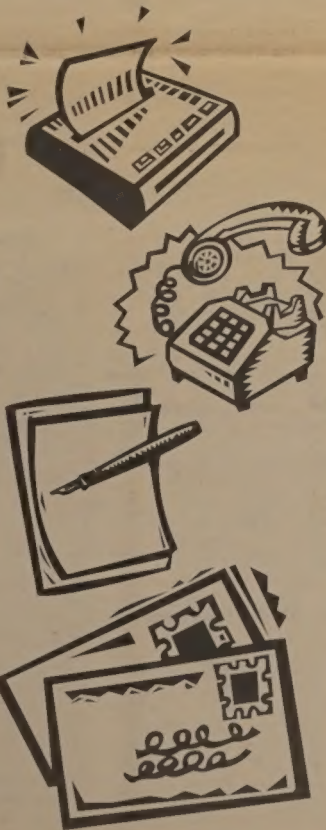
"We can try to do it by then, but we can certainly do it by next Monday."

"You haven't filled out the forms properly."

"Here is how you fill out the forms."

"Oh well. Nobody's perfect."

"You're right, we made a mistake. We'll fix it right away and we'll do better next time."



Editorial policy

TRANSFORMATION

Transformation gives federal government employees a forum where they can share their stories about meeting the challenges faced in today's federal Public Service environment. *Transformation* is a publication for Public Service employees, by Public Service employees.

While *Transformation* is sponsored by Treasury Board Secretariat, the opinions expressed do not necessarily reflect official views or policy decisions of specific departments, or of the Government of Canada. The views and experiences expressed are those of federal Public Service employees.

If you'd like to share your story of adaptive, flexible and innovative changes in your federal government work area, please contact Terri Doherty: phone (613) 957-2549; fax (613) 954-9094; Internet: Terri.Doherty@tbs-cts.x400.gc.ca; x400: c=ca; a=govmt.canada; p=gc+tbs.cgs; s=Doherty; g=Terri.

The material should provide constructive and credible information on quality service themes, such as client consultation, recognition, process improvements, creative learning environments, and employee involvement. Articles should be no longer than 500 words and should be submitted both in hard copy and electronic (WordPerfect 5.0 or 5.1) formats. The Editorial Board may edit stories for style and length.

You can view issues of *Transformation* on Treasury Board's World Wide Web site at <http://www.tbs-sct.gc.ca/>.

This issue has been assembled by an interdepartmental Editorial Board: Henry Ober, Editor-in-Chief (PWGSC), Terri Doherty (TBS), John Dingwall (CCMD), Dennis Baird (RC), and Heather Lehmann (F&O/CCG).

We'd like to give special thanks to all those who have contributed articles for this issue!

Ten inexpensive ways to recognize outstanding employees

1. Send a thank you card.
2. Send flowers.
3. Post, in a prominent place, letters from satisfied clients.
4. Write profiles of outstanding employees for your newsletter.
5. Order in pizza.
6. Make a charitable donation in the employee's name.
7. E-mail everyone in the office to share the employee's success.
8. Frame a certificate of appreciation.
9. Say "thank you," preferably in front of everybody.
10. Award miniature trophies.

Quality service around the world ...and in your own backyard

Interest in quality service in government is by no means confined to Canada.

Australia, Great Britain, and New Zealand are just three of the countries that have experimented with innovations in service delivery. Leslie Seidle, governance research director at the Institute for Research on Public Policy, compares those three countries with Canada in his new book, *Rethinking the Delivery of Public Services to Citizens*.

Seidle argues that citizens are "entitled to responsive, accessible and reliable public services." As he interviewed

more than 50 senior officials, including former Treasury Board President Art Eggleton, Seidle discovered three approaches to quality service to be most common:

- changing structures to separate policy from operations;
- adopting quality management principles; and
- adopting performance-oriented measures.

In an interview with *Transformation*, Seidle explained each of these approaches, starting with the separation of policy and operations. With diminishing resources, Seidle believes that Public Service

managers are "preoccupied with multiple tasks ... but only the most gifted performer can do everything equally well." Seidle believes that service delivery often suffers from these arrangements, and points to the British alternative. In Britain, two-thirds of Public Service employees work for executive agencies that have been detached from policy-making bodies.

There are many different quality management principles, but Seidle says that he'd "put the accent on the following: client feedback, tracking performance, continuous improve-

ment, and employee participation." If this sounds familiar, it is because these very principles have been at the heart of the quality service initiative here in Canada.

Seidle is optimistic about Canada's quality service initiative. "I was impressed by the degree of employee participation and by the commitment of the Minister," Seidle sees evidence of the "strong political and Public Service commitment required to make a real difference."

Seidle describes Canada's approach as a hybrid approach that combines quality management standards with performance-oriented measures. This latter approach includes using performance targets, service standards, and client assessment. By setting specific goals, you know how close you have come to achieving them or by how much you have surpassed them.

If all this sounds expensive and scientific, Seidle adds that

quality service often boils down to inexpensive common courtesy. "Ensure that the people who answer the phones are polite, attentive, and knowledgeable." These little touches can go a long way towards overcoming the public perception of government as something distant and impersonal.

Seidle encourages managers to publicize their successes, even if the publicity amounts to no more than a clipping on a lunch room bulletin board. But managers and employees alike should engage in a process he calls "ongoing self-criticism." All employees, no matter who they are, can deliver quality service by following one simple piece of Seidle's advice.

"Put yourself on the other side of the transaction."

Rethinking the Delivery of Public Services to Citizens is available for \$17.95 from the Renouf Publishing Company. Call (613) 741-4333 or write to Renouf at 1294 Algoma Road, Ottawa, Ontario K1B 3W8.

Encouraging an atmosphere of sharing

We've heard it time and time again: an employee from the front lines, the person who works alongside clients, saying, "I wish my boss would ask ME how to handle things. I'm the one who really knows what's going on."

It's time to start listening.

This is not to say, however, that top and middle management should throw away their charts, graphs, and reports and rely solely on the words of their employees. It is still necessary to document and track business processes and corresponding results or outputs. Still, it should not be forgotten that those diagrams and spreadsheets, once outside the boardroom, become exposed to the unpredictable real world.

According to McGill University management professor Henry Mintzberg, management must involve employees in decision making to keep quality service at its best. "Strategy emerges from the bowels and guts of an organization," he says. "Strategy does not come out of some clever analysis. It comes from a deep understanding of the business."

Listening to what employees have to say is only one step in keeping business procedures current. Ole Ingstrup, former principal at the Canadian Centre

for Management Development, emphasizes the need for "hard" scientific-minded management as well as "soft" people-oriented management.

"The best managers try to give due weight to both," he says. But where to begin? Encouraging an atmosphere of

- Provide training to introduce the organization's new culture.
- Develop incentive programs to get employees involved.
- Solicit employees' suggestions to improve services.

Hard management

- Determine core business procedures.
- Measure performance.
- Ensure all information technology is flexible enough to accommodate change.
- Change core business procedures, taking into consideration employees' suggestions.
- Measure how well the program works.

Soft and hard management

- Develop performance standards that meet clients' expectations.
- If an activity works, keep it!

What does the model workplace look like? As Mintzberg says, "Ideally, it's a place where all workers with the potential of creativity are given opportunity and credit. It's as simple, and as complicated, as that."

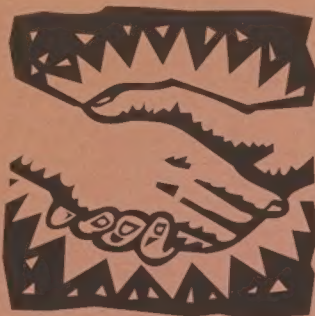
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sharing between all levels of management—bottom, middle and top—is a good start.

Setting up a program to analyze and implement the change is the next step. A good action plan would include the following activities.

Soft management

- Gain top management's support and make their guidance evident.



FEEDBACK

The following letter was received by Robert Giroux, former Secretary of the Treasury Board, from Jocelyne Bourgon, Clerk of the Privy Council and Secretary to the Cabinet.

I would like to thank you for...the first issue of *Transformation*.

It will take continuous effort, dedication and time to ensure that the quality service initiative is well understood both within and outside the federal government. *Transformation* is a concrete and dynamic example of the work being done in that regard.

Please convey my thanks to all the employees... as well as the volunteer writers who worked on this project.

Sincerely,
Jocelyne Bourgon
Clerk of the Privy Council and Secretary
to the Cabinet

The following e-mail was received by Terri Doherty from Ottawa Citizen columnist Peter Larson.

Bravo on the first edition of *Transformation*. It's a good start. Some suggestions: more pictures, less text, get customers to write in with good and bad comments. Keep it up.

Transformation welcomes your letters and your feedback. Let us know what you think! Contact Terri Doherty at (613) 957-2549; fax (613) 954-9094; e-mail Terri.Doherty@tbs-cts.x400.gc.ca

Innovation breaks impasse over aboriginal self-government

Though some would say that innovation is rare in government, there are pockets of innovation within departments that can inspire the whole government. Sometimes we really do need to find new ways of doing things. To use an overused term, sometimes we need new paradigms.

The federal government is employing new paradigms in its dealings with First Nations.

By using lateral thinking—by approaching policy from new perspectives—both Health Canada and the Department of Indian Affairs and Northern Development (IAND) have helped the government break the impasse over First Nations self-government.

The new approach has helped Health Canada work more closely with First Nations. Instead of handing over money for very specific programs, the department is now creating integrated health services agreements with First Nations. The two parties also work together on budgets, human resources, and procurement.

IAND has gone even further towards aboriginal self-government, which had been stalled by the failure of the Meech Lake and Charlottetown accords.

The department is trying to reconcile two realities: the government's promise of a new partnership with aboriginal peoples, and the deadlock created by the assumption that aboriginal self-government requires constitutional change. To get past this, the department looked at the problem from a different angle. Since the inherent right of aboriginal self-government is an existing aboriginal and treaty right, the right to self-government had never been taken away.

This fresh approach made it easier to accept self-government without the creation of a new legal authority. The federal and provincial governments will now consider this authority to be an inherent right of aboriginal peoples. This way, aboriginal self-government can be recognized as part of common law.

This novel strategy has given other efforts greater scope. Certain aspects of self-government could be protected as treaty rights, for example. Governments and First Nations can now negotiate when aboriginal laws have priority over other laws and there can be a more efficient process for off-reserve negotiations.

You can read more about IAND's breakthrough on the Internet, where it was featured in a "best practice" case study on the Treasury Board Home Page, in the Innovation and Quality Exchange, an electronic database of about 30 world-wide best practices (<http://www.tbs-sct.gc.ca/>).

The breakthrough was also discussed at the January Innovation Salon, a monthly dinner meeting held to discuss innovation in the public sector.

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Changes and transitions (part two)

In part one of this article (*Transformation*, Winter 1995), we identified "transition" as the key to successful change. Transitions cannot usually occur until you have ended your links with the old ways of doing things. "Endings" are a time of grieving, a difficult, sometimes painful period that must be experienced if you are to progress to the next stage: "The Neutral Zone."

The "neutral zone" is the "betwixt and between" state that you experience when the change is taking place but you have not yet settled in. You have ended the old state of affairs but you are not completely immersed in the new. You don't know the rules. You may even have to invent them. This can be a very creative time, as you can influence how things will be done in the future; the group manager is often open to suggestions.

After the desert of the "neutral zone" you come to the garden of "beginnings," where you have to accept the new state of affairs and make the most of it. Managers can ensure success by having their "Four Ps" in order

well before the "endings" stage begins. Those four Ps are:

- a clear and acceptable **purpose** for the change;
- a clear and evocative **picture** or "vision" of what the change is designed to bring about;
- a clear and well-defined **plan** that provides as much information as possible to help people clarify their goals and prepare their action plans; and
- **participation** from as many people as possible in the planning stage, which will make buy-in especially effective.

A successful transition should be deliberate. Purpose, picture, plan, and participation are necessary. One other element is absolutely essential: trust. People accept change more readily when they trust the organization, usually represented by their manager, to do its best for them. Trust is vital since it can directly affect morale, motivation, and stress. It is established and maintained through the consistent commitment of managers to building interpersonal relationships based on honesty, integrity, and a genuine concern for others.

Transition management is the people side of change management. When people are involved you are dealing with intangible values, attitudes, and belief systems. When you know that people tend to react to transition in relatively predictable ways, you can prepare and make a successful transition more likely.

Many sources can help you understand and apply change and transition management. In 1994, Treasury Board Secretariat, together with 11 departments and agencies, published a complete six-volume guide called *Management of Change*. It is available for \$50 from Training and Development Canada at (819) 953-5594. The Audit and Review Branch of PSC has written two excellent monographs on "Trust Within Organizations." For copies, call the Branch at (613) 996-4311.

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CEC goes online in St. Thomas

If you've been thinking of using information technology to deliver quality services, you might be interested in what is going on at a Canada Employment Centre (CEC) in St. Thomas, Ontario.

The CEC there is helping job-seekers "pound the pavement" the '90s way—on the Internet.

In February 1992, the St. Thomas CEC got involved in a project to deliver services to Elgin County residents using information technology. CEC staff worked with residents to develop the Elgin Information Network (EIN), which opened in January 1994. EIN is an electronic bulletin board where residents can search job listings, see up-to-date labour market statistics, and get information on CEC hours and services—all from their home computers.

But the drive to bring electronic job searching to Elgin County didn't stop there. With the help of two community organizations, the CEC developed a training manual and added services such as electronic mail and user discussion groups to the Network. In June 1994, the CEC hosted an EIN "grand opening" ceremony and, by August 1995, EIN had received almost 25,000 calls from more than 700 registered users.

To help more people take advantage of the Network, the CEC, Fanshawe College, and area school boards developed the Community Centre for Information Access (CCIA), which opened in January 1995. Private donations and a grant from Human Resources Development Canada were used to set up the centre, which is located in the basement of the St. Thomas Public Library.

Using eight computers, volunteers at the CCIA help interested residents—who might not otherwise have access to a computer—search for jobs on the Elgin Information Network. These volunteers have trained more than 1,200 community members to use basic information technology. The centre has been so successful that 12 of the volunteers are now paid employees, and seven other communities hope to create similar information centres of their own.

Feedback from users has also been positive. A London, Ontario man said, "Thank you for bringing your services to me in a '90s way." A woman in St. Thomas adds, "This sure saves a lot of running around to CEC offices." A man in Texas called it "the best database for an employment search in Canada." Compliments came from as far afield as Sweden, Italy, Venezuela, and Great Britain.

Last March, the CEC took the county's communications infrastructure a step further by helping to fund free Internet access for Huron, Oxford, Middlesex, and Elgin counties. The HOMETOWN Community Network, which got underway in the fall of 1995, allows residents in all four counties to use electronic mail, find out about community services, and connect to Internet newsgroups. A World Wide Web page was set up to make the Elgin Information Network more accessible to HOMEtown users. In the future, the CEC hopes to make its online job bank bilingual and to expand it across the country.

It all sounds complicated, but these information technology projects started with one basic ingredient: community interest. CEC staff seized the chance to serve and educate their community. Through innovation and cooperation, they're bringing the Internet to Elgin County, and Elgin County into the 21st century.

You can see the St. Thomas CEC World Wide Web home page at: <http://ein.ccia.st-thomas.on.ca/agencies/cec/>.


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**Un CEC accessible
en direct
à St. Thomas**

Le CEC aide les personnes qui sont à la recherche d'un emploi à obtenir le pavé à la façon des années 1990 sur Internet. En février 1992, le CEC de St. Thomas a participé à un projet en vue de fournir des renseignements aux résidents du comté d'Eggin à l'adresse de la technologie de l'information. De concert avec les résidents, le personnel du CEC a créé le Réseau d'information d'Eggin (RIE), inauguré en janvier 1994. Le RIE est un habillad électronique où les demandeurs peuvent consulter les listes d'emplois ainsi que les toutes dernières statistiques sur le marché de l'emploi et obtenir des renseignements sur les heures d'ouverture du CEC et sur les services qu'il offre — tout cela à partir de leur ordinateur à la maison.

Mais l'initiative en vue de doter le comté d'Eggin d'un système électronique de recherche d'emploi ne s'arrête pas là. Avec le concours de nombreux organismes communautaires, le CEC a mis au point un manuel de formation et ajout de nouveaux services au Réseau comme le courtier



En mars dernier, le CEC a encore fait progresser un peu l'infrastructure dans la Grande-Bretagne.

L'implémentation de pays aussi éloignés que la Suède, l'Italie, le Venezuela et les Philippines pour le recrutement d'un emploi au Canada, le RITE a reçu des CEC. Un tchèque a dit du Québec qu'il était la «meilleure base de données» pour ce qui lui avait bien des déplacements dans les bureaux des CEC. Une serbe, âgée d'environ 1990», et une dame de St. Thomas à London, en Ontario, un monsieur a respecté le Centre d'avoir demandé à utiliser les utilisateurs ont également fait part de commentaires positifs. À l'exception des utilisateurs sur leur territoire.

Les utilisateurs ont sept autres collectivités espèrent créer des centres d'information, et les sept autres collectivités espèrent créer des centres d'information. Les succès que 12 des bénévoles sont maintenant des employées utilisent la technologie de l'information de base. Le centre a remporté un prix de la ville de plus de 1 200 membres de la collectivité comment

chercher un emploi dans le Réseau d'Information d'États. Ces bene-

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économique autochtone pourra être reconnue comme un adhérent des peuples autochtones. De cette façon, l'autodétermination des peuples autochtones sera reconnue comme un droit inhérent des peuples autochtones. De cette façon, l'autodétermination des peuples autochtones sera reconnue comme un droit inhérent des peuples autochtones.

Vous pouvez en apprendre plus sur la démarche d'innovation de AINIC en consultant internet, où le sujet est abordé dans une étude de cas sur les meilleures pratiques, à la page d'accueil du Conseil du Trésor, dans la base de données électronique Innovation and Quality Exchange, qui recense une trentaine des meilleures pratiques du monde (<http://www.sgi-cc.gc.ca/>). L'innovation a également fait l'objet de discussions au Salon de l'innovation de janvier, un dîner-causette consacré chaque mois afin de discuter de l'innovation dans le secteur public.

et transitions
(partie)

Changement et transitions

Changement

Dans la première partie de cet article (*Transformation*, hiver 1995), on définissait la «transition»

- un portait qui justifie le changement comme l'acceptation du changement. On y a appris qu'il fallait tourner la page avant d'être en mesure d'effectuer une transition.

Une « fin » est souvent une période de deuil, difficile et parfois pénible, qu'il faut traverser avant de progresser à l'étape suivante : la zone

La zone neutre est cette étape d'action;

un trait sur le passé, mais vous la nouvelle situation. Vous avez tiré vous soyez complètement adapté à l'étape de la

La réussite n'est pas le fruit d'un principe, le point de départ d'une participation sociale.

La confiance est une vertu que l'on ne peut pas enseigner. Elle se crée par l'exemple. C'est pourquoi les parents doivent être les premiers à montrer la confiance. Ils doivent être sûrs d'eux-mêmes, car si les enfants voient leurs parents douter, ils auront du mal à leur faire confiance. Les parents doivent aussi être capables de reconnaître leurs erreurs et de s'excuser. Cela leur permettra de montrer à leurs enfants que la confiance est une relation d'égal à égal.

l'avenir se définit. À cette étape, le gestionnaire du groupe est habilement ouvert aux suggestions.

Après le dessin de la zone neu-
re arrive l'oasis du début, où il
faut accepter la nouvelle situation
et tirer le meilleur parti. Le ges-

personnelles à la fin, bien sûr, mais c'est aussi une étape importante pour assurer le succès de l'opération. C'est pourquoi il est important de bien choisir les personnes à contacter. Elles doivent être capables de vous aider à résoudre les problèmes que vous rencontrez. Elles doivent aussi être capables de vous faire part de leurs idées et de leurs suggestions. Elles doivent enfin être capables de vous aider à prendre des décisions. C'est pourquoi il est important de bien choisir les personnes à contacter. Elles doivent être capables de vous aider à résoudre les problèmes que vous rencontrez. Elles doivent aussi être capables de vous faire part de leurs idées et de leurs suggestions. Elles doivent enfin être capables de vous aider à prendre des décisions.

CFP/PCF
 Revenu Canada
 Téléphone : (613) 941-1025
 Télécopieur : (613) 941-9411

La gestion de la transition s'approche d'aspect humain de la gestion du changement. Cet aspect humain se situe dans le domaine de l'intégration et des croyances. Lorsque des gens face à une transition, vous pouvez vous y préparer et faciliter cette transition. Plusieurs ouvrages peuvent vous aider à comprendre et à gérer le changement et la transition. Le secrétaire du Conseil du Trésor, qui se concentre avec 11 ministères, a publié un guide complet en six volumes sur la gestion du changement. Les personnes intéressées peuvent se le procurer auprès de Formation et perfectionnement Canada au coût de \$0,35. Il suffit de composer le (819) 553-5594. La Direction générale de la vérification et de la revue de la Commission de la gestion du budget a rédigé deux excellentes monographies sur la confiance au sein d'une organisation. Pour en obtenir un exemplaire, communiquer avec la direction générale.

[illegible]

Les employés, clés de la réussite

Entrevue avec l'honorable M. Massé, président du Conseil du Trésor



«Les gens malheureux éprouvent beaucoup de difficulté à bien servir les clients», indique M. Marcel Massé, le nouveau président du Conseil du Trésor. En tant que ministre du Cabinet responsable de la coordination des services de qualité, M. Massé est convaincu que les employés jouent un rôle de premier plan dans la prestation d'un service de qualité. M. Massé préche par l'exemple. Les visiteurs qui doivent l'attendre sont reçus par un personnel amical et attentif qui semble venir de la première ligne.

«Depuis des années, on répète ces employés qui, jour après jour, sur la qualité du service. Ce sont eux qui assurent le succès d'une initiative importante en période de réduction des effectifs. M. Massé se dit fier de la façon dont le Conseil du Trésor a structuré le Programme d'encouragement à la réactivité anticipée. Selon lui, la générosité de ces incitatifs et des modalités de partage d'emploi prouve que le gouvernement place encore ses priorités à l'endroit de la qualité de son service aux citoyens.

«Il faut décrire clairement les objectifs d'un programme, ajoute le président du Conseil du Trésor, et donner aux employés la liberté de choisir comment les atteindre, tant que le gouvernement puisse communiquer cette générosité. Si important qu'il soit d'offrir aux clients les services dont ils ont besoin, tout comme de modifier les façons de le faire, M. Massé veut également rappeler aux gestionnaires — et aux employés — que ce sont ces derniers qui, en bout de ligne, fournissent les services. Il faut donc tenir compte de leurs besoins que de ceux des clients.

Dictionnaire bilingue du service de qualité

On vous demande souvent de traduire de l'anglais vers le français (ou vice-versa), mais il existe une troisième langue que vous devriez utiliser lorsque vous faites affaire avec le public — la langue du service de qualité. Voici quelques exemples de phrases que vous êtes peut-être tentés de dire, mais qu'il faut adapter — ne dit-on pas qu'il faut tourner la langue sept fois avant de parler?

«Il n'est pas ici.»
«Il est absent en ce moment. Est-ce que je peux vous aider?»

«Je ne sais pas.»
«Je ne sais pas, mais je peux me renseigner.»

«Je crois que vous devriez plutôt parler à...»
«Le service de qualité est mon patron. Je vous donne son numéro à l'instant.»

«C'est mon patron qui se charge de ce dossier. Voulez-vous lui parler?»
«Essayons de voir ce qui s'est passé.»

«Que voulez-vous?»
«En quoi puis-je vous aider?»

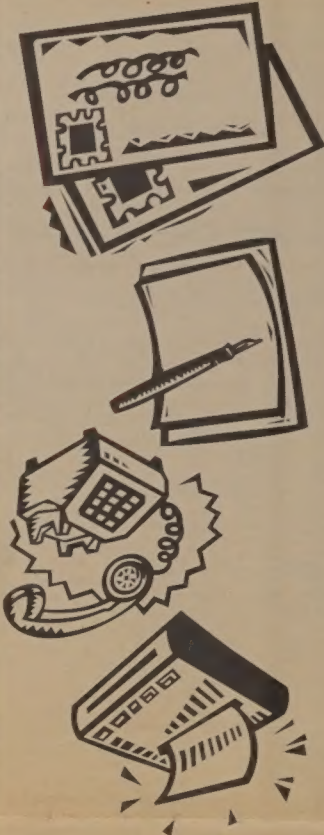
«C'est la politique.»
«Nous le faisons de cette façon parce que...»

«Vous ne voyez pas que je suis occupé?»
«Un moment s'il vous plaît.»

«On ne pourra pas le faire pour cette date.»
«Nous ferons notre possible. Je peux vous le promettre pour lundi prochain.»

«Vous n'avez pas bien rempli le formulaire.»
«Voici comment remplir le formulaire.»

«Bof, personne n'est parfait.»
«Nous avons fait une erreur. Nous la corrigerons tout de suite. Toutes nos excuses!»



Dix façons peu coûteuses de souligner le bon travail d'un employé

1. Envoyez une carte de remerciement.
2. Dites-le avec des fleurs.
3. Affichez bien en vue les lettres de clients satisfaits.
4. Ajoutez les profils d'employés exceptionnels dans votre bulletin.
5. Commandez une pizza géante!
6. Faites un don à un organisme de charité au nom de l'employé.
7. Utilisez le courrier électronique pour faire connaître les succès d'un employé à ses collègues.
8. Faites encadrer un certificat de mérite.
9. Dites merci, surtout en présence d'autres personnes.
10. Déterminez des trophées miniatures.

Le bulletin *Transformation* donne aux employés du gouvernement fédéral l'occasion de faire connaître leurs réussites et d'échanger des idées sur les changements en cours dans leur milieu de travail. *Transformation* est une publication dans laquelle les employés de la fonction publique communiquent directement leur expérience à leurs collègues. Mais les opinions publiées ne reflètent pas nécessairement l'opinion ou la politique que l'office d'un ministère ou du gouvernement du Canada. Les expériences relatives à ces points de vue exprimés sont ceux d'employés de la fonction publique fédérale.

Si vous avez une histoire à raconter sur les changements novateurs et flexibles dans votre milieu de travail, veuillez communiquer avec Terri Doherty: téléphone : (613) 957-2549; télécopieur : (613) 954-9094; Internet : Terri.Doherty@bs-crs.x400.gc.ca; cc: a=govmt.canada; p=gc-thbs.cgs; s=Doherty; g=Term.

Les articles proposés devraient présenter des renseignements crédibles et aborder de façon constructive les thèmes liés à la qualité du service — de consultation avec le client, reconnaissances, amélioration des méthodes de travail, milieux d'apprentissage stimulants et participation des employés. Les articles ne devraient pas dépasser 500 mots et devraient être soumis sous forme imprimée et électronique (WordPerfect 5.0 ou 5.1). L'équipe rédactionnelle se réserve le droit de modifier le style et la longueur des articles.

Les numéros de *Transformation* peuvent également être consultés au site World Wide Web du Conseil du Trésor, à l'adresse <http://www.tbs-sct.gc.ca>.

Ce numéro du bulletin est l'œuvre d'une équipe rédactionnelle inter-ministérielle composée de Henry Ober, rédacteur en chef (TPSGC), de Terri Doherty (SCT), de John Dingwall (CCGC), de Dennis Baird (RC) et de Heide Lehmann (P&O/GCC).

Et pour terminer, nous tenons à remercier tous ceux qui nous ont fait parvenir des articles pour le présent numéro!

TRANSFORMATION

Non aux déchets : d'une pierre deux coups

Le vérificateur
général évalue les normes de service

Plus tard cette année, le vérificateur général publiera un chapitre sur les normes et la qualité du service.

La vérification vise les services offerts en grand nombre, directement au public, et porte sur une douzaine de gammes de services de 10 ministères. Son objectif est d'évaluer les progrès accomplis dans l'élaboration de normes de service axées sur la clientèle. Elle portera également sur la mesure dans laquelle la qualité du service s'est améliorée dans certaines gammes de services.

Pour évaluer les progrès, le vérificateur se penche sur :
• les caractéristiques du service lui-même et la façon dont il est fourni;
• les connaissances que possède le gestionnaire de la gamme de services à propos des groupes de clients et de leurs priorités, de leurs besoins et de leur degré de satisfaction;

• les pratiques de consultation; l'information sur le rendement qualitatif du service.
Les fondements des normes de service, l'équipe de vérification s'efforcera de les examiner et de les valider. L'équipe de vérification des observations des clients et des employés, l'équipe des particularités savoir quels sont les compromis que fait la gamme de services sur le plan des coûts, de la qualité et des risques pendant l'élaboration des normes. Enfin, dans certains domaines, l'équipe passera en revue les liens entre les pratiques administratives et les initiatives d'amélioration des services ainsi que les activités gouvernementales.

Outre la reddition de comptes au Parlement, ce chapitre vise à aider les journaux, les associations et les initiatives de services à devenir plus efficaces et à mettre davantage l'accent sur la clientèle.

Theresa Duk
Bureau du Vérificateur général
Téléphone : (613) 995-3708
Télécopieur : (613) 947-6886
poste 6222

Vous voulez rencontrer des employés de TOUS les niveaux? Pourquoi ne pas les inviter au petit déjeuner?
C'est ce que fait Bob Little, secrétaire adjoint à la Direction de la gestion des finances et de l'information du Secrétaire du Conseil du Trésor (SCT). En effet, il rencontre cinq employés toutes les trois semaines afin de discuter de tout et de rien en striant un bon café. L'heure n'est pas aux discussions sérieuses — c'est plutôt un moment où le cadre et l'employé apprennent à mieux se connaître personnellement.

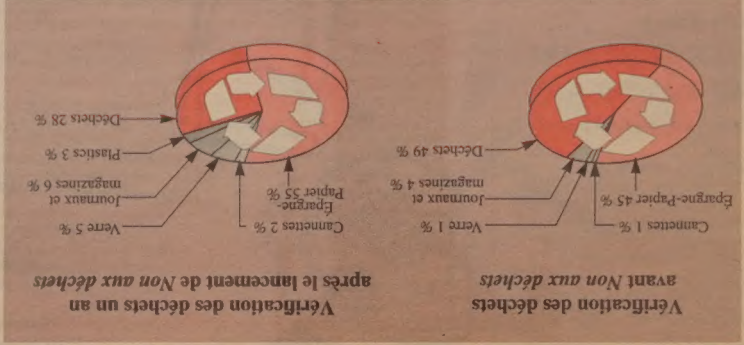
«J'ai appris à mieux connaître mon supérieur. Il semble vraiment intéresser à nous en tant que personnes», s'exprime l'un des employés qui ont vécu l'expérience. Il est vrai que nous n'avons jamais l'occasion de parler à nos supérieurs.

«Une personne comme vous et moi, il est vrai que nous n'avons jamais l'occasion de parler à nos supérieurs», s'exprime l'un des employés qui ont vécu l'expérience. Il est vrai que nous n'avons jamais l'occasion de parler à nos supérieurs.

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Une nouvelle façon de commencer la journée



Le programme comprend trois étapes :
1. L'information sur le rendement qualitatif du service.
2. Les pratiques de consultation; l'information sur le rendement qualitatif du service.
3. Les connaissances que possède le gestionnaire de la gamme de services à propos des groupes de clients et de leurs priorités, de leurs besoins et de leur degré de satisfaction;

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Un employé d'Environnement Canada trie les déchets.

Le programme d'Environnement Canada vise à réduire les déchets. Les employés de l'Environnement Canada ont été encouragés à participer à des programmes de réduction des déchets. Les résultats sont encourageants : les déchets ont diminué de 28 %, les canettes de 1 % à 2 %, les journaux et magazines de 4 % à 6 %, et les plastiques de 3 % à 6 %.

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